

ecee strategy for 2016–2019

1. Objectives, strategic goals and ecee's role

Overall objective for ecee

- To be the foremost organisation in Europe for the exchange of information and development of evidence-based input and analysis relating to improved energy efficiency and reduction of energy consumption across the European economy.
- To be seen by policy makers, businesses and civil society at the European as well as national and local levels as a channel to robust, innovative and relevant thinking on energy efficiency policy, programmes, practice, and solutions.
- To be seen by energy efficiency researchers and practitioners as a forum and meeting place with appropriate channels to present their ideas and studies to policy makers and key stakeholders.
- To keep the “energy efficiency first” principle high on the political agenda.

And, through the achievement of the above, to:

- Contribute to lowering total energy consumption and improving efficiency in the ways energy is used in all parts of society in order to maintain the energy and material flows through the economy and provide energy services at a level compatible with our world's finite resources.
- Promote energy efficiency as a means to achieve other societal benefits, such as climate protection, improved human health, energy security, increased economic welfare, competitiveness and job creation.

This is achieved through analysis and development of policies and measures, evidence-based knowledge, information exchange and stakeholder co-operation.

ecee principles

- *Independence:* ecee will remain a strong independent European-based organisation.
- *Quality:* ecee's activities shall continue to be based on solid, evidence-based knowledge and analysis, both existing and newly developed.
- *Influence:* ecee shall use objective information to pro-actively influence the energy efficiency agenda in Europe (including both EU and non-EU countries) and in the energy-efficiency community as such.
- *Long-term perspective:* ecee shall have a strong focus on the long-term goals (80–95% reduction of greenhouse gases in 2050 and long-term and sustainable energy security), and their implications for action in the short and medium term.
- *Policy integration:* ecee shall endeavour to achieve a full integration of strategies to promote end-use energy efficiency in other EU policies such as climate protection, air quality, renewables, energy security, job creation and economic development.
- *Innovation:* ecee shall seek ways to foster innovation in business models technology and policy by promoting knowledge transfer, exchange of ideas and new partnerships between key stakeholders.
- *Renewable energy integration:* ecee shall, with due regard to the “energy efficiency first” principle, promote integration with renewables and enable the deployment of “smart” energy systems.
- *Balance and cooperation:* ecee shall seek the activation and co-operation of all relevant stakeholders, such as public bodies, citizens, NGOs and private enterprises and individual actors working towards ecee's goals. International exchange is an important part of this cooperation.

The role of eceee

The role of eceee can be summarised as:

- *Informing and pro-actively influencing policy-makers and key stakeholders* in Europe, the EU Institutions, national governments and European and global actors.
- *Facilitating information exchange, interaction and cooperation between the key energy efficiency stakeholders*, including but not limited to local and central governments and other public sector organisations at all geographic levels; academics, international, national and local research and policy institutes; energy efficiency and energy supply companies and consultants, businesses and commerce; the EU Institutions; international organisations such as IEA and UN, and NGOs.

This is achieved through the dissemination of information gathered at eceee Summer Studies and other events such as workshops and seminars, and through the development of evidence-based policy, issue and position papers and similar outputs, as well as through other means, such as news article dissemination and social media. It also includes the use of eceee representatives, including board members and ambassadors, engaging in dialogues with relevant stakeholders.

Focus areas of eceee

Horizontal:

- Maintain traditional focus on energy efficiency policy, recognising and addressing the need for sufficient institutional capacity among legislative bodies and government agencies to implement agreed policies.
- Increase focus on good governance at all levels of government.
- Maintain focus on reducing absolute energy consumption and understanding the drivers for consumption.
- Expand focus on financing and investment.
- Expand focus on energy sufficiency, understood as policies intended to limit the demand for goods and services that drive energy and resource consumption rather than just making them less energy intensive. The links between energy efficiency, resource efficiency and the concept of a circular economy should be explored.
- Expand overall focus on the system perspective of energy end use, including demand response and the interrelationship with resource efficiency, renewable energy and implications for greenhouse gas emissions and other multiple benefits.
- Expand focus on practice and behavioural issues.
- Expand focus on monitoring energy use and how to measure and verify the effectiveness of policies and measures.
- Be the organisation that presents innovative and/or controversial concepts that other organisations don't dare or for some other reason cannot present.

Sectoral:

- Maintain and develop traditional focus on buildings and products/appliances.
- Maintain and expand focus on industry, commerce and tertiary sectors.
- Expand focus on local and national governments as energy users.
- Expand focus on transport and mobility.
- Expand focus on smart grids, networks and renewables interaction.

Actors:

- Expand focus on local government, energy agencies and other middle actors.
- Expand focus on the importance of national governments.
- Expand focus on ESCOs, funding vehicles and financial instruments, etc.

2. Main activities

ecee's role – facilitating information exchange, knowledge formulation and transfer, dialogue and interaction, and informing policy makers and key stakeholders – is served by the following main activities:

Information exchange and interaction about new ideas and studies, through:

- The ecee Summer Study and similar events such as ecee's Industrial Efficiency event.
- Website, news service and social media.
- Seminars and workshops together with other relevant actors.

Channelling information between the energy efficiency sector and policymakers, through:

- Policy reports, issue papers and briefs with focus on evidence-based knowledge.
- Policy seminars and other events.
- Website, news service and social media.

ecee's traditional main focus has been overall energy policy and specific policies directed to buildings and appliances/products. Interdisciplinary issues (e.g. energy efficient urban planning processes focussing on integrating energy efficiency aspects between buildings and mobility) and industrial energy efficiency have always been part of the ecee Summer Study offering. In 2012 ecee expanded the offering with a specific bi-annual Industrial Efficiency event. However, more activities in these important areas of energy efficiency have to be undertaken in the future.

The ecee Summer Study

Held since 1993, the ecee Summer Study is ecee's flagship product. It is therefore central for ecee's profile and budget. The Summer Study is different from all other events offered, and is appreciated for being unique. 40–50% of all participants are new for each Summer Study. It is very important to maintain the special character of this event, while continuously developing new ideas so both regulars and newcomers are attracted.

Objective

- The Summer Study shall continue to be an event for the development of evidence-based knowledge, exchange of views, generation of ideas, and networking.
- It shall be seen as Europe's main energy efficiency event, with an edge in covering reduced energy consumption, sufficiency and similar concepts.
- The proceedings shall be a main body of reference and an active addition to the body of knowledge on sustainable energy. Efforts shall be explored to make them easier to access and thereby more widely used.
- Part of any surplus income from the Summer Study will be used to support other ecee activities that disseminate the ideas from the Summer Study to a wide audience.

Activities/actions

- Secure a high quality of papers, presentations, and discussions.
- Maintain the core Summer Study topics over time, to build a robust longitudinal evidence base, whilst reviewing new dimensions of energy efficiency, including energy sufficiency, to ensure that emerging issues are also reflected in the focus of each Summer Study.
- Continue efforts to have peer-reviewed papers listed in web-based indexing services.
- Keep developing the event to make it attractive both for those who need to have their papers peer-reviewed, and for those who are not primarily interested in academic publishing.

- Improve press and media coverage of Summer Studies.
- Pursue possibilities for special Summer Study issues in scientific journals.
- Expand work to generate policy briefs from “mining” the proceedings.

The bi-annual ecee Industrial Efficiency event

The ecee Industrial Efficiency event is an important means to reach a new constituency and focus on an important end-use sector. It will be held every two years, subject to a positive evaluation and financial sustainability.

Objective

The overall objectives and activities defined for the ecee Summer Study are also valid for the ecee Industrial Efficiency events. The following specific objectives for this series of events are:

- Promote policies and practice that seek to capture the large savings potential in the industrial sector.
- Offer new opportunities for forging relationships with groups to which ecee previously have not had relations.
- Generate surplus income that will be used to support ecee activities that disseminate and develop the ideas from the event to a wider audience.
- Increase ecee’s visibility in the industrial sector.

Activities/actions

Most of the activities for the ecee Summer Study also apply to the ecee Industrial Efficiency events. In addition, the following specific activities will be pursued:

- Ensure that the event allows for more involvement from industry, for instance through a clearer division between peer-reviewed papers and other, less time-consuming but still high quality, non-commercial forms of presentations.
- Work to bring new groups of stakeholders together that normally don’t meet and seek their involvement in the organisation of the events.

Web site, news service and social media – ecee.org

The ecee web site is a main platform for information on energy efficiency, with focus on the European situation but with coverage of broader international experiences. The web site is closely linked to all of ecee’s activities, with specific event portals as well as a portal for eco-design and labelling.

The e-mail news service currently reaches several thousand people in Europe, but the international outreach is very high with about 20% of the database consisting of non-European contacts. ecee’s presence in social media is currently weak and needs to be strengthened.

Objectives

- The web site is and shall continue to be a main source for energy efficiency information (with a European focus). It should be the preferred first stop for people looking for easy-to-access information on (European) energy efficiency.
- The web site shall be attractive and easy to navigate.
- The ecee newsletter shall be attractive and see a continuously increased number of readers.
- More articles shall be generated in house and by contributions from both board members and members at large.
- Social media activities shall be increased as far as resources allow.
- More direct involvement from members and actors in member states shall be facilitated through a dedicated platform for contributions such as “letters from country...”.

- Webinars where individual member organisations are invited to present research, ideas, etc. shall be facilitated and used as content generators.

Activities

- Keep developing the web site and identify areas for improvement.
- Identify interesting items that can be prepared in advance so ecee can offer new information and new items frequently. This could be interesting pieces of analysis, opinions, statistics, surveys, quotes, etc.
- Improve design and flexibility of newsletter.
- Seek cooperation with other news services that can benefit ecee's members
- Seek cooperation with other initiatives that have interesting and relevant information but lack ecee's outreach capacity and explore opportunities for co-operation.
- Investigate what ecee can do to improve social media visibility with limited resources.

Reports, briefs, public consultations, etc.

ecee reports and briefs are well received and often referred to. Due to funding constraints and the resultant lack of long-term planning these are, however, too often ad-hoc products or not exactly timed to political decisions.

There are several types of reports:

- Policy briefs or guides, including reports that are a result of the efforts to "mine the proceedings".
- Ad hoc studies, such as the reports on targets, EED Article 8, progressive efficiency, or the lighting regulation (co-authored with CLASP).
- Steering through the maze documents that explain current policy topics and legislation.
- Summaries and positions based on responses submitted by ecee to public consultations initiated by organisations such as the European Commission.

Objectives

- 5–6 reports per year will be published.
- Further develop strategic alliances to generate funds and expand the option to launch joint reports.
- Improve long-term planning so terms of reference can be developed early in the process.
- Provide responses to all relevant and important public consultations if resources are available, and prepare timely position papers and briefings when the demand for these is judged to be highest and resources are available.

Activities/actions

- Develop list of relevant topics for studies and a basis for locating funding.
- Seek ad-hoc funding for reports, briefings and guides.

Arranging events (other than the Summer Study and the ecee Industrial Efficiency event)

ecee's events in Brussels are well attended. They are a tool to disseminate knowledge, increase ecee's visibility and generate important input to the development of ecee's positions. These events can be a presentation of a new policy report or brief, but may also be organised as stand-alone events or as part of specific projects.

ecee has so far only arranged events in Brussels (and a few project-related events during and before the Summer Study in the south of France). Connected with our ambitions to expand more on the national and local levels, events in Member States will be explored.

Objectives

- Expand capacity to more quickly arrange ad hoc events that can cover topical issues.
- Involve stakeholders in many more European countries—including CEEC—that would not normally be able to attend Brussels seminars by bringing the information out to them, including webcasting or podcasting the events.
- Arrange local action events.
- Arrange at least four events per year outside the Summer Studies/Industrial Efficiency conferences, of which at least one should be a national event (including a possible “local action event”).

Activities/actions

- Co-operate with different stakeholders to offer a platform for launching reports and initiatives. Establish a list of possible partners.
- Develop a short “track-record” paper to show why ecee’s events are important.
- Arrange events in Member States in parallel with ecee’s Brussels events using modern ICT support (web conferencing etc.).
- Find interesting studies and reports that can form the basis for events.

3. Financial stability – increasing revenues

ecee must secure a stable revenue stream in order to increase the capacity of the secretariat and the long-term stability of the association. Today, there are five main income streams:

1. Membership fees.
2. General and project-specific grants, including multi-lateral support for studies.
3. Specific projects (ad-hoc support to reports/research and through partners of IEE/Horizon 2020 supported projects).
4. Support to specific events.
5. Summer Study and Industrial Efficiency registration fees and partnership contributions.

Sales of proceedings and other publications are negligible and are not expected to increase.

In addition, services such as training have been proposed as a core activity for ecee. These will be further defined and developed for discussion.

Increasing the membership base

Members are an important source of income. Membership fees are only about 10–20% of *total* revenues but represent about one third of core activity and secretariat costs and are thus important. By increasing the number of members, in particular organisational ones, ecee can secure a stable source of basic income as well as improving the cash flow. ecee members also represent a wide variety of affiliations and geographical backgrounds, giving depth of credibility to ecee.

Financial objective related to memberships.

- ecee will strive to increase its membership base by 10% each year, thereby increasing membership revenues by 10% annually.

Activities

- See section 4 below on organisational stability and development.

Funding through grants

ecee should actively strive to search for funding options from granting organisations.

Objectives

- It is important to develop relations with several organisations that provide grants. Preferably, grants should expire at different intervals, to reduce vulnerability.

Activities

- Seek funding opportunities and establish a list of possible funders and for what purpose funds may be given.
- Seek specific funding to develop grant applications.

Horizon 2020 projects

Horizon 2020 projects could become an important source of income for eceee. eceee is currently approached by many actors who seek the credibility and network of eceee. However, special care should be given to avoid competition with eceee members. The unique profile of eceee as a project partner is primarily in the role as a network, disseminator of information and event organiser.

The board defines what sort of themes eceee wants to engage in. eceee should not be involved in very technical research projects.

Objective

- eceee shall be engaged in 4–6 Horizon 2020 project applications as a partner every year if ad-hoc funding to support applications can be identified. These applications should cover all end-use sectors and topics.
- At least one new project should be started every year, in tact with projects that are concluded.

Activities/actions

- Develop relations with partners well ahead of the grant application season and start discussing possible projects early.
- Seek specific funding for developing Horizon 2020 applications.

4. Organisational stability and development

Through the good cooperation with Brussels-based institutions, organisations and individuals, the impact of eceee actions at EU level can be secured despite the absence of an eceee Brussels office. Visibility and impact at national level will be sought through members and cooperation with local and national actors.

Institutional stability and governance

The current arrangement with a secretariat in Stockholm should be maintained. eceee should aim to be able to fund one or more experts who can help, when needed, to screen applications, develop policy papers etc., on a more formal and regular basis than the external consultants currently contracted through a framework arrangement.

The current by-laws were adopted in 2011 and seem to work well, and the current governance system in place also works well. Both should be maintained. However, further engagement from members should be sought to increase involvement in board elections and membership consultations.

Increase the membership base

From the start, eceee was a member-driven organization, and that should be expanded in the future. eceee members represent a wide variety of affiliations and geographical backgrounds, giving depth of credibility to eceee.

Objectives

- The stock of individual members shall be increased, but emphasis should be placed on recruiting more organisational members. Membership from underrepresented regions shall be increased in order to increase depth, diversity and credibility.
- eceee will increase its attractiveness for members by expanding the benefits offered to members.
- Member-like services offered to organisations that for some reason cannot be a formal member shall be developed. The benefits to these organisations should be similar to those that members receive, with due regard for sensitivities regarding influence in the organisation's governance.

Activities/actions

An increase in the number of members should be achieved by initiating a membership campaign in the different European countries. Ambassadors and Patrons should be used to support this drive.

If ad-hoc funding can be generated, activities in European countries can be linked to this campaign, but the services offered to members should be developed regardless of national events. Increased services (in addition to those already offered) may be:

- Exclusive subscription to specific news services.
- More member consultations.
- Promotion of member organisations in our newsletter.
- More events in Brussels (and their webcast) with preferential access to members.
- Participation in national events.

Increasing presence in Member States, Ambassadors

The European countries, and other European countries are where our members can be found. Important policy decisions are made here. At the same time, outreach in these countries is difficult. The Ambassadors system was created in 2012, but must still be strengthened in order to work optimally.

Objective

National outreach could be facilitated through co-operation with local partners or H2020 projects. Such events could support the local partners, and could be used as an acquisition platform for new (company) members, and could improve eceee's presence in the European countries. It could also help to widen the current pool of experts.

- eceee shall have active groups of Ambassadors in 7 European countries by 2019 (an increase by one per year from three in 2016).
- eceee shall seek co-operation with national organisations promoting energy efficiency.

Activities/actions

- A toolkit to support Ambassadors will be developed including a clear description of their role and suggestions for how to interact with potential members and event partners. A support function should be given high priority.
- Events shall be held in cooperation with Ambassadors and members in these countries.

Developing the cooperation with other organisations and new strategic allies

Cooperation with other organisations and partners is an integral part of the member work, national activities and project applications, but there are also many other, less well known organisations that eceee should consider for possible strategic alliances which do not fit under traditional categories.